

# **“Sustaining Relevance Through Change”**

**Vince Trim**

**President, Honeywell Federal Manufacturing & Technologies**

**Integrated Safety Management Conference  
27 August 2008**

**“If you don’t like change  
you’re going to like  
irrelevance even less”.**

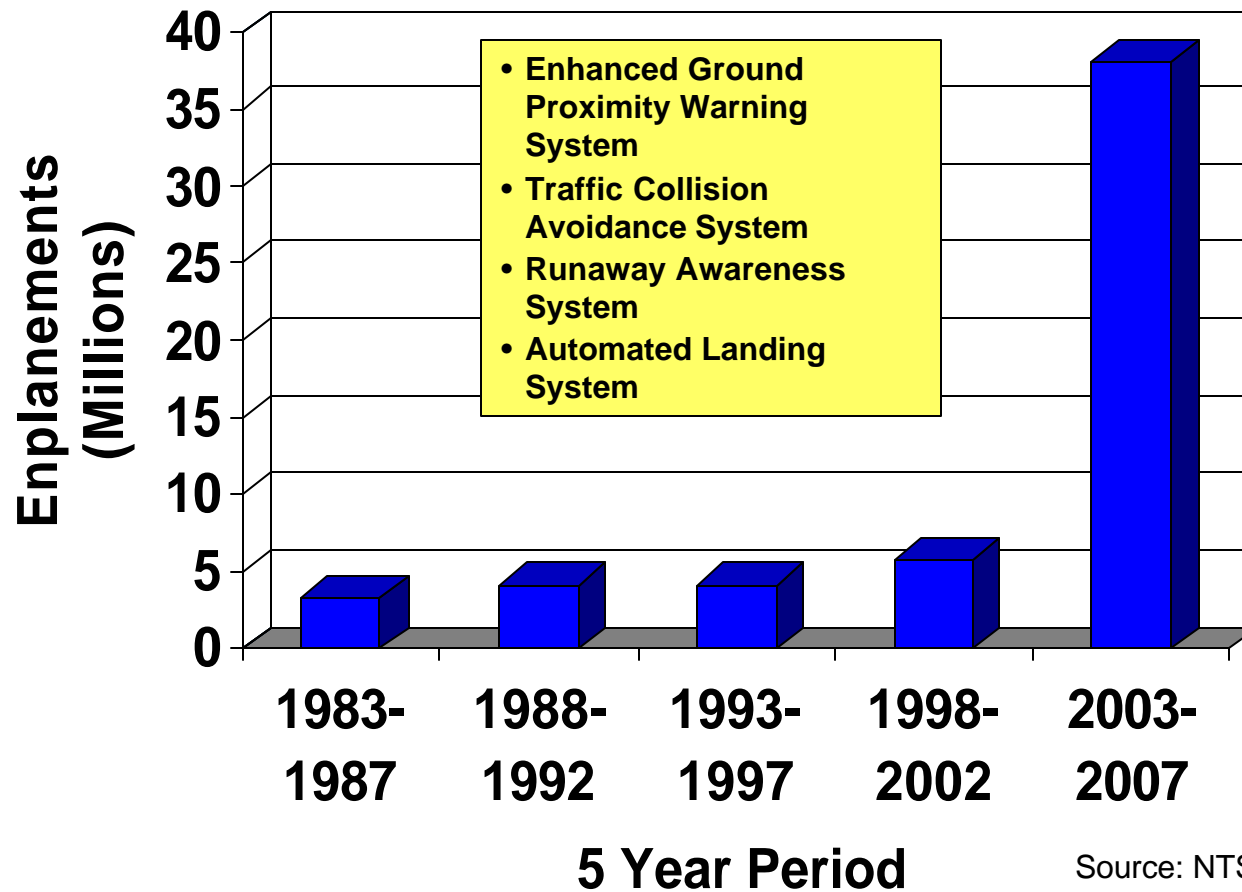
**General Eric Shinseki,  
Former Army Chief of Staff**

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## US Airline Passenger Enplanements per Fatality (Millions)



**A change-focused mindset drove a 7X improvement since 2002**



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## Voluntary Protection Program



UNDENIABLE PROOF OF A SAFE AND HEALTHY WORKPLACE FOR ALL ASSOCIATES



**VPP Bill of Rights**

I have a right to...

- Willingly participate in safety and health issues.
- Report or stop unsafe acts and conditions without fear of reprisal. **INTERVENE.**
- Examine accident/incident and safety tour reports.
- Demonstrate continuous improvement.
- Become actively involved.



Department of Energy  
**VPP**  
VOLUNTARY PROTECTION PROGRAM

**Engage every employee in our quest  
for excellence**

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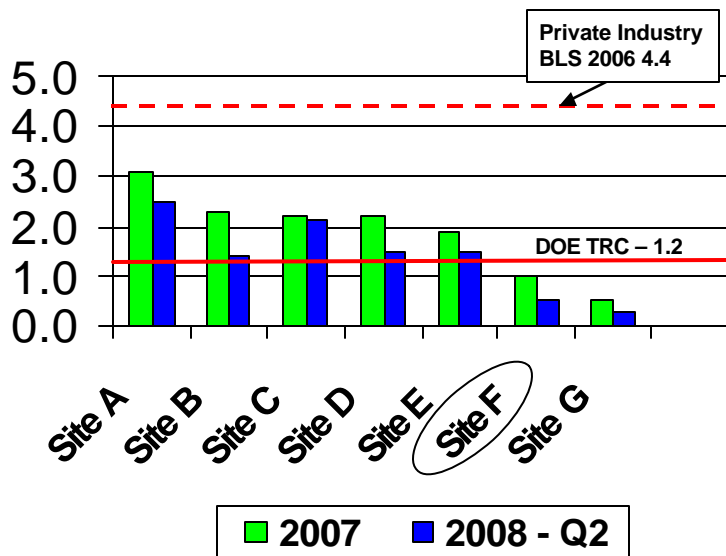


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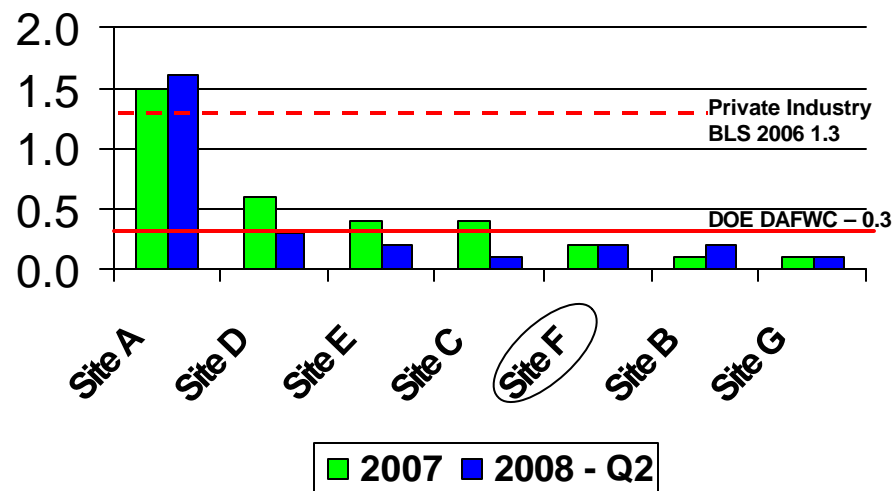


## Safety Performance NNSA Rankings CY07 and CY08 through Q2

**Total Recordable Case Rate**  
**Frequency**



**Days Away From Work Case Rate**  
**Severity**



**NNSA Outperforms Private Industry**



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## Packing Your Own Chute



**A case study in personal accountability and focus**

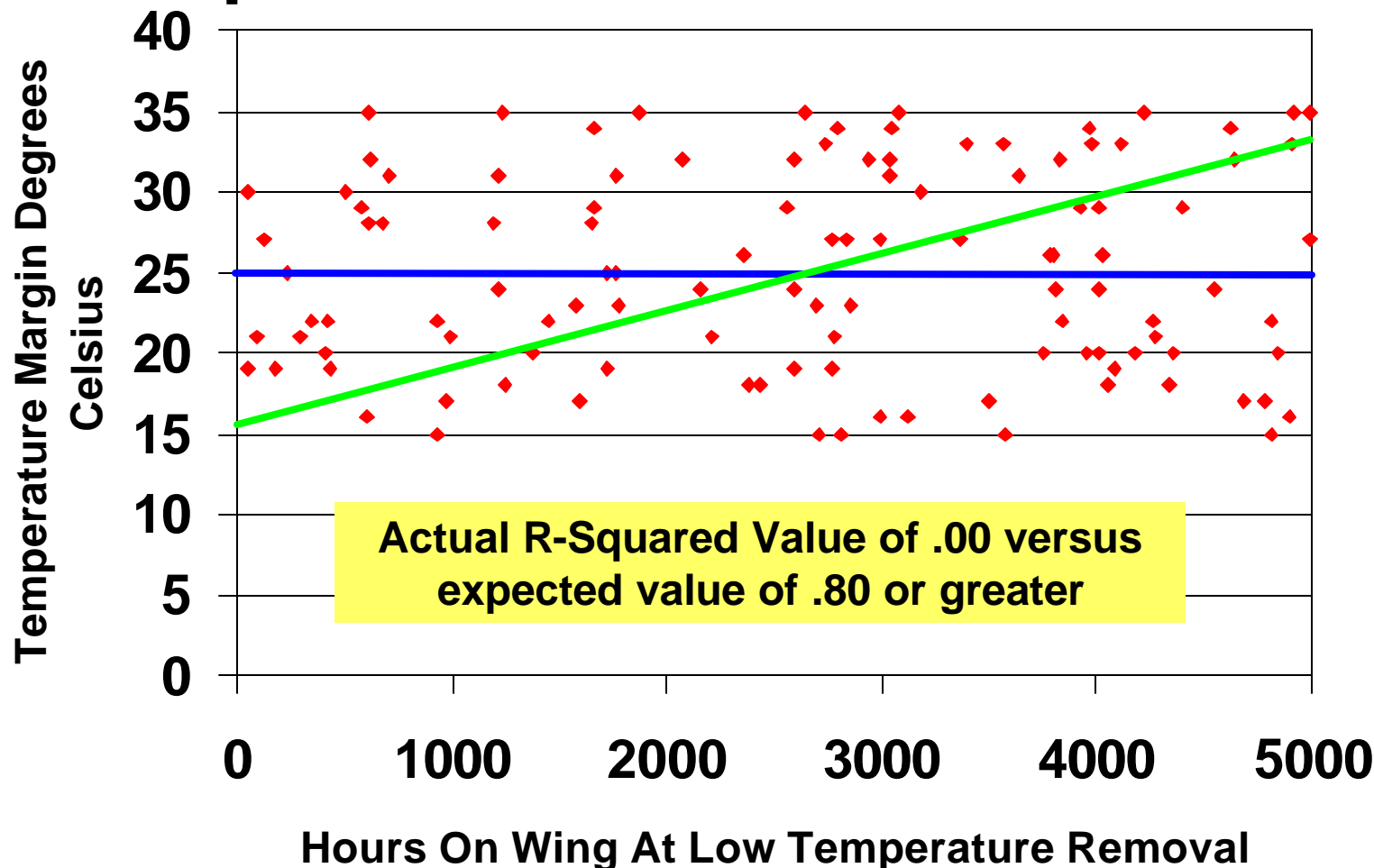


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## Engine Temperature Margin at Shipment Versus Hours at Removal



**Six Sigma leads us to ask the tough questions**



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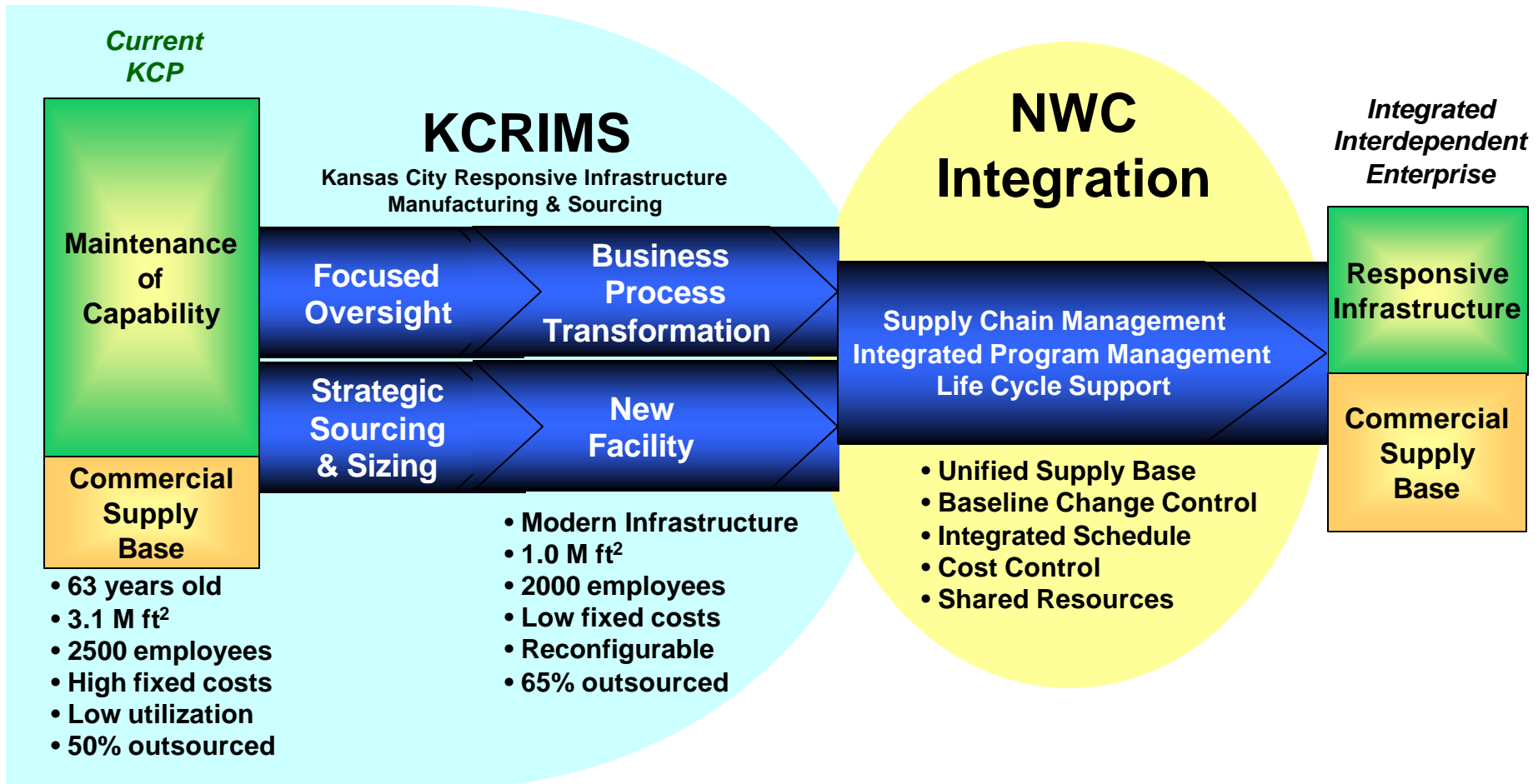
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## FM&T Vision/Mission

*To be the most admired team within the NNSA for our relentless drive to convert ideas into the highest quality national security products and services by applying the right technology, outstanding program management and the best commercial practices*

**Commitments Made, Commitments Kept  
(CMCK)**

## Kansas City Responsive Infrastructure, Manufacturing & Sourcing (KCRIMS)



**KCRIMS delivers annual savings of \$100M**

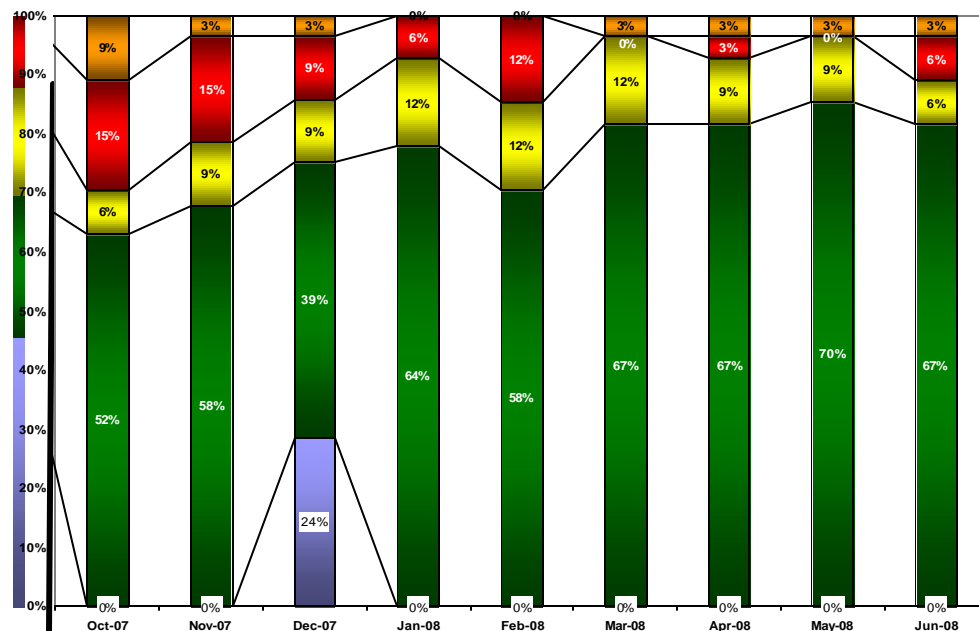
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- Red Performance
  - STRAP Milestones
  - Developing A Performance Culture
- Yellow Performance
  - BEMP (Business Excellence Maturity Path)
  - Work for Others Growth



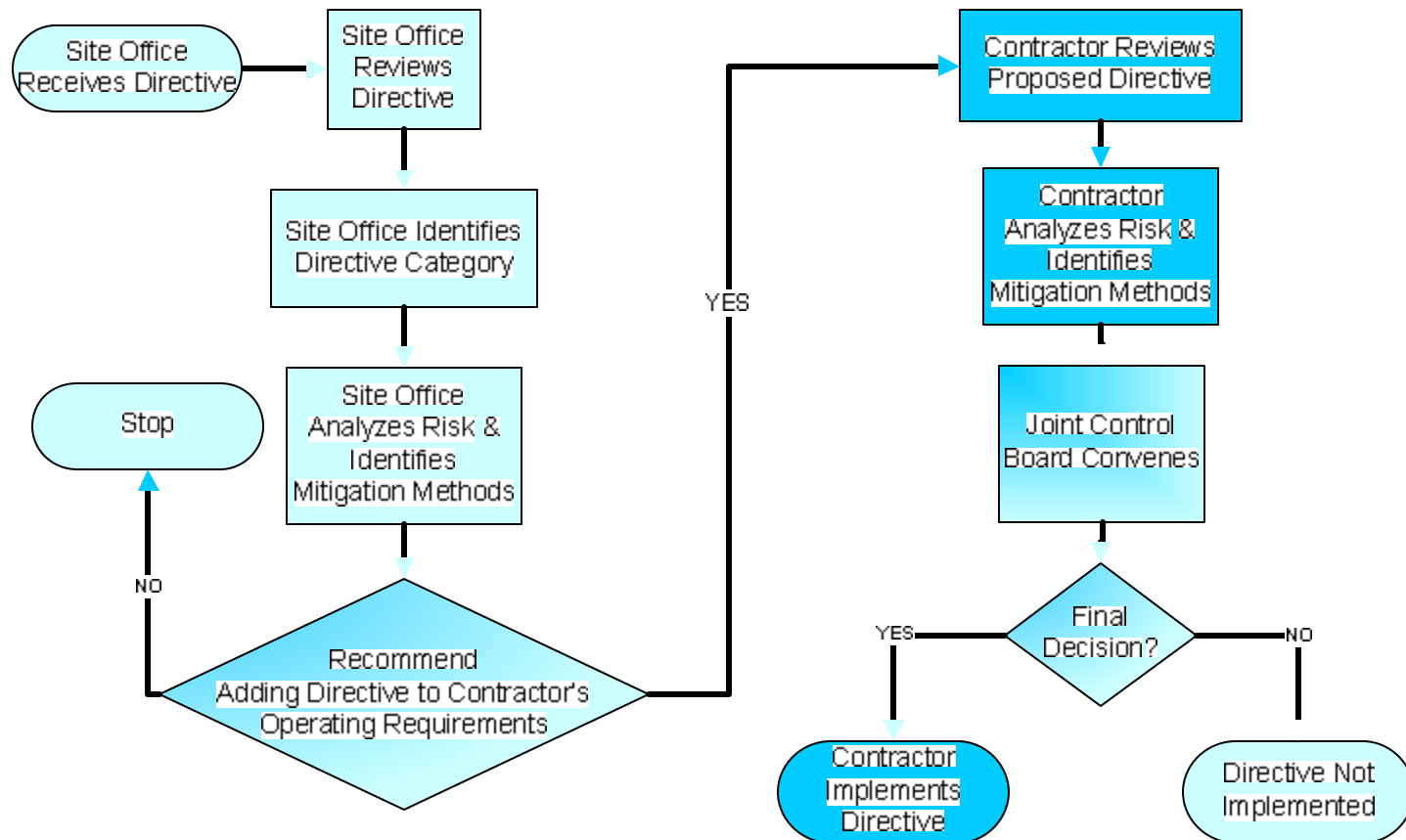
Cash	Productivity	Growth	People	Enablers
Operating Income	Ship Performance	STRAP Milestone Fidelity	Safety - TCIR	KCRIMS Cost Savings
FCF	Quality Index	Voice of the Customer	Safety - LWCAR	KCRIMS Project Performance
WFO Offset	Supply Chain Efficiency	Variable Fee	Environmental Performance	Fact Based Quality
	Program Performance Index		HSE Performance Index	Business Excellence Maturity Path
	Customer Milestone Reporting		Security Performance Scorecard	Job Orders Accepted Trouble Free
	Six Sigma Plus Savings		Developing a Performance Culture Index	Facilities Index
	KO Deliverables			IT Index
	KO PATF			

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## Directive Change Control Process



**Process yields results – only 2 of 88 directives required contractor action**

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# Operating Requirements

Directive	Before Transformation	After Transformation (01/30/2007)	After Transformation (01/31/2008)
DOE Orders	87	29	31
DOE Regulations	13	5	5
DOE Requirements	30	9	9
Federal Regulations	144	144	144
Cyber Laws & Regulations	14	14	14
NFPA	14	12	12
State Laws	10	10	10
State Regulations	28	28	28
Other	8	4	4
<b>Total</b>	<b>348</b>	<b>255</b>	<b>257</b>

**26% Reduction in Operating Requirements after  
focused oversight model was implemented**

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## Our Challenge

- Embrace change
- Ask the tough questions
- Apply more resources to process characterization and control
- In concert with HSS, explore the use of industrial standards such as ISO, NFPA and NISPOM

**Sustain relevance through change**